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29 OCT 1968

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

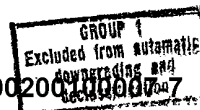
SUBJECT : Annual Report on Training

REFERENCES : a. Ex Dir-Compt memo to DDS dtd  
17 Oct 68, subj: Inspector General's  
Survey of the Office of Training  
b. DDS memo to Ex Dir-Compt dtd  
12 Apr 68, same subj as Ref a

1. We well understand your interest in a qualitative report on all Agency training. The Stockholders Report, which reflects statistical trends in the participation of OTR-administered training by the directorates, and the report on component training which assesses the size, scope and expense of non-OTR-administered training, were not designed to convey an evaluation of Agency training programs. Relative to OTR-administered training the Inspector General's Survey contained a critical review of the quality of our programs. It stimulated a closer, more active, and continuing review of OTR programs which we now feel are economically and effectively conducted and suited to the needs of the Agency.

2. Until recently the Office of Training was primarily concerned with the quality of training conducted under its direct administration. Reference b was considered our "charter" to assess the nature, amount and quality of training administered within the directorates. Paragraph 4 of our 24 September report on component training mentions the two phases of this effort. The first phase was, in fact, an inventory on the nature and amount of component training. The second and more complex phase will be a difficult program of determining the quality of component training through a critical examination of each program. This phase will essentially open a new relationship between OTR and the components and will be carefully programmed to insure constructive results.

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3. Our next annual report will emphasize the quality, suitability and effectiveness of all Agency training and include training administered by OTR and by the components .

/s/  
John Richardson  
John Richardson  
Director of Training

Atts

OTR/P&M: [REDACTED] (25 Oct 68)

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DTR-2130

DD/S 68-5267

21 OCT 1968

**MEMORANDUM FOR: Director of Training**

**SUBJECT : Stockholder's Report of the Office of Training  
Fiscal Year 1968**

John:

We are attaching hereto a memorandum received by the DD/S from the Executive Director-Comptroller, dated 17 October 1968. Although the subject of this memorandum is "Inspector General's Survey of the Office of Training" it really pertains to your annual Stockholder's Report, which was sent directly to the Executive Director-Comptroller.

Mr. Bannerman would like you to prepare a short memorandum to Colonel White noting that the Stockholder's Report was not designed to provide the answers to the points made in our memorandum of 12 April 1968 to the Executive Director-Comptroller on the procedure which would be established in connection with Recommendation No. 5 of the IG's survey. A copy of this memorandum, as approved by Colonel White on 1 May 1968, was sent to you on 8 May 1968. You may wish to refer to your memorandum of 24 September 1968, "Report of Training Within the Directorates - Fiscal Year 1968." Your memorandum to Colonel White should also note that the Stockholder's Report, with its voluminous statistical data, is of primary use to senior training officers in Agency components. Mr. Bannerman would like to assure Colonel White that we will present as meaningful an analysis as may be possible with the next report.

(S)

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Special Assistant to the  
Deputy Director for Support

Attachment

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17 OCT 1968

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT : Inspector General's Survey of the  
Office of Training**

1. I have looked at the Annual "Stockholders" Report and also the Report of Training within the Directorates. They contain an overwhelming quantity of statistical data. I can readily understand that these reports would be useful to the training officer assigned to an office, division, or staff, but I doubt that anyone above that level would find the time to analyze them.

2. In going back to Recommendation No. 5 of the Inspector General's Survey of the Office of Training dated November 1967 and the memorandum dated 12 April 1968 from the Acting Deputy Director for Support to this office, it is clear that we are in full agreement concerning the need for periodic reviews of the total Agency training effort, including training which is given within the components themselves. It would appear to me that the first step in compiling an annual report has been completed, i.e. the assembling of statistical data. The second step, the evaluation of the suitability of objectives, the substance of courses given, training methods employed, and the like, remains to be taken. The Director of Training is the Agency's senior staff officer in this field. His annual report should provide not only some indication of the size, scope, and cost of training but also his candid opinion of the effectiveness and worthwhileness of the work we are doing in each of the major fields in which training is given.

3. The statistical tables, insofar as they show trends or indicate problems, might be rendered in graph form. I note from the statistics, for example, that the total student days in OTR 1968 programs apparently increased by about 30%

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over 1967. Yet there is no comment in either report of this very substantial increase, nor is there any easy way for the reader to learn that it had occurred.

4. Since the problem of devising a report which will meet the needs of management is anything but simple, I suggest that you begin planning the form and content of the next annual report now, and that no effort be made to re-cast the present report in another form.

/s/ L. K. White

L. K. White  
Executive Director-Comptroller

cc: Inspector General

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DD/S 68-1864

Disc file 117  
67-5395/10

12 APR 1968

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Office of Training

REFERENCE : (a) Memo dtd 8 Mar 68 to DD/S fr Exec Dir-Comp  
same subject

(b) Memo dtd 5 Feb 68 to Exec Dir-Comp fr DD/S  
same subject

1. This memorandum contains a recommendation in paragraph 2 for your approval.

2. We have reviewed our previous comments on Recommendation No. 5 of the Inspector General's Survey consonant with reference (a). We fully agree with the need for periodic reviews of the Agency training effort, and suggest an arrangement to achieve this review and monitoring without involving the already over-burdened Training Selection Board. We propose that the following procedure be established:

a. The Office of Training will immediately conduct a survey to ascertain that it has all appropriate information on all training conducted within the various Directorates.

✓ b. An ad hoc working group of senior OTR representatives, the senior training officer of the Directorate concerned, and the training officer of the component under study will be named to examine each training program for suitability of objectives, substance, training methods employed, the source and qualifications of instructors, and the quality of the instruction.

c. Components will be requested to coordinate the concept and development of new courses of training with the Office of Training and to obtain the approval of the Director of Training before implementation.

d. Each component will be requested to provide the Director of Training, with the approval of the respective Deputy Director, a semi-annual report on its training activities to include;

note given  
annual

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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- (1) Change in content or objectives of a given course.
- (2) An evaluation to determine whether the objectives of a course were met.
- (3) The number of course offerings and the number of employees trained during the six-month period.
- (4) The costs of such training activities.

A copy of these approved semi-annual reports will be submitted to the Executive Director-Comptroller for his information.

e. An ad hoc working group of OTR and component personnel, together with the senior training officer of the Directorate concerned, will be named to conduct an annual survey of each component's training effort.

3. We believe that the above procedures would assure a complete examining of the training efforts of Agency components by officers conversant with training objectives, procedures, etc. This would also permit the use of the Office of Training's School and Staff chiefs and chief instructors who have experience in developing new programs, refining objectives, evaluating performance of students, applying instructional techniques and who have been exposed to new training technological developments. Findings of these working groups will provide an umbrella review of the complete training effort.

4. It is recommended that you approve the procedures proposed in paragraph 2 above.

151  
John W. Coffey  
Acting Deputy Director  
for Support

The recommendation in paragraph 2 is APPROVED with the understanding that the Director of Training will provide me with an annual report on all Agency training rather than semi-annual reports on each Agency component.

151 1 MAY 1968  
L. K. White  
Executive Director-Comptroller

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